City of Cincinnati

801 Plum Street
Cincinnati, OH 45202

Agenda

Climate, Environment & Infrastructure

Councilmember Meeka Owens, Chairperson
Councilmember Mark Jeffreys, Vice-Chair
Councilmember Jeff Cramerding, Member
Councilmember Seth Walsh, Member

Tuesday, December 2, 2025 **10:00 AM** **Council Chambers, Room 300**

PRESENTATIONS

THE DEPARTMENT OF PUBLIC SERVICES STATE OF THE CITY FLEET

Deputy Director Bower & Liam Norton

THE DEPARTMENT OF PUBLIC SERVICES WINTER OPERATIONS PROGRAM

ACM Bailey & Director Riley

AGENDA

PRESENTATIONS

1. 202502066 **PRESENTATION** submitted by Sheryl M. M. Long, City Manager, dated 12/2/2025, regarding the State of the City Fleet.

Sponsors: City Manager

Attachments: Transmittal

Presentation

2. 202502067 **PRESENTATION** submitted by Sheryl M. M. Long, City Manager, dated 12/2/2025, regarding the Department of Public Services Winter Maintenance Program 2025-2026.

Sponsors: City Manager

Attachments: Transmittal

Presentation

ADJOURNMENT

city of CINCINNATI
Interdepartment Correspondence Sheet

December 2, 2025

To: Members of the Climate, Environment & Infrastructure Committee

From: Sheryl M.M. Long, City Manager

Subject: **Presentation – State of the City Fleet**

Attached is a presentation regarding the State of the City Fleet.

Cc: Cathy B. Bailey, Assistant City Manager
Mark Riley, Public Services Director

city of CINCINNATI

Department of Public Services
State of the City Fleet

December 2, 2025

Overview

- Background & Inventory
- Fleet Replacement Planning
- Current Lifecycle Standings of City Fleet
- Fleet Capital Planning

Background & Inventory

Categorizing Equipment & Lifecycle Criteria

• Currently, across the General Fund Departments there are 1,829 assets valued at over $5,000 and 955 components valued at less than $5,000.

• All equipment types are categorized by class code and are assigned a “Lifecycle.”

• The three replacement criteria are **Age, Mileage,** and **Life-to-Date Maintenance Cost**.

Background & Inventory

Replacement Criteria

• Age – the age of the vehicle that makes it eligible for replacement varies by equipment category. Ex: Ladder Truck – 15 yrs, Dump truck – 10 years, Pick-up Truck – 7yrs

• Mileage – the mileage of the vehicle that makes it eligible for replacement varies by equipment category. Ex: Ladder Truck – 150,000 miles, Dump truck – 75,000 miles, Pick-up Truck – 100,000 miles.

• Life-to-Date Maintenance Cost – This criteria is met when 75% of the cost of the vehicle has been spent on maintenance.

Background & Inventory

Replacement Criteria

• The vehicles meeting two out of these three criteria are considered out of lifecycle and ready for replacement.

• Equipment that meets two out of three and three out of three criteria is still operable equipment but this equipment will have greater annual cost of maintenance, longer downtimes when repairs are required, and limited availability of repair parts.

• As the volume of out of lifecycle equipment increases, the challenge of continuing to maintain this equipment with existing mechanic staffing and limited Department operating budgets for vehicle maintenance grows.

Background & Inventory

Replacement Prioritization

All equipment does not have the same level of importance within City operations.

As of FY25, Fleet Services has established a clear prioritization process for spending available Fleet Replacement Capital on **essential fleet** that is furthest out of lifecycle.

Essential Fleet meets one or both of the following criteria:

- Equipment required for delivery of essential basic services like fire, police, trash collection, and road repair.
- Equipment with a high frequency of use of the equipment by a Department in the delivery of service to the public.

Background & Inventory

Replacement Prioritization

As City Council allocates funding for Fleet Replacement Capital, the Department of Public Services expends no less than 90% of Fleet Replacement capital on **essential fleet** that meet both essential fleet criteria. The remaining 10% of Fleet Replacement capital meet only one of the essential fleet criteria.

Note that the Department ensures that all Fleet Replacement capital is allocated for spend each year so small balances that cannot buy large pieces of equipment may be allocated to general replacement eligible equipment.

Background & Inventory

Other Replacement Resources

From time to time, Departments will obtain grants from local, state or federal sources or separate allocations by City Council or their boards/commissions and will have authorization to buy additional equipment or replacement equipment that does not follow the methodology outlined above.

To the extent that it can, Fleet does encourage Departments to utilize any additional resources to address its essential equipment for replacement first thus maximizing the impact the Administration has on reducing the balance of out of lifecycle equipment.

Fleet Replacement Planning

Use of data to ensure effective maintenance and utilization of fleet equipment

• Reporting and analysis of Fleet information has been a challenge in prior years due to limitations of available data.

• Fleet and OPDA have collaborated to create reports/dashboards and ensure accurate information is being utilized while making decisions. We have better data quality on vehicle inventory, utilization, and preventative maintenance schedules.

• Preventative Maintenance compliance has been a primary focus to ensure longevity of the existing fleet as we make progress with resources to replace vehicles and equipment.

Fleet Replacement Planning

Forecasting future needs and ordering replacement equipment to align delivery timelines with order lead times

• The Fleet Division is seeking to forecast replacement needs using anticipated annual usage & maintenance to forecast future replacement needs. This also includes factoring in lead times required from order date to when vehicle can be placed into service.

• Fleet continues to work with City Purchasing to see where vehicle delivery timelines can be reduced through more efficient procurement means.

• Examples of recent lead times based on recent purchases are as follows:

- Passenger vehicles/ Pickup trucks- 3-6 months
- Police Interceptors- 10-14 months
- Garbage Packer- Up to 24 months
- Fire Apparatus/Medic Units- 24-36 months

Fleet Replacement Planning

Continuous Improvement - Forecasting with Data

• Fleet continues to work with the Office of Performance and Data Analytics to improve data quality. Some challenges remain related to available data, but Fleet is working to solve that by evaluating alternative data providers.

• With improved data on vehicle utilization, Fleet anticipates being able to eliminate low-usage vehicles and proposing instead a City-wide pool of vehicles. This will ensure City resources are utilized effectively and will reduce expense for maintenance and replacement of underutilized vehicles.

Current Equipment Lifecycle Status

Replacement Eligible Assets for use of FY26 funding

• As of this fall, we have 120 assets meeting 3/3 replacement criteria with a replacement cost of ~$17.8M

• We have 331 assets meeting 2/3 replacement criteria with a replacement cost of ~$42.5M

• While all of this equipment is replacement eligible, the priorities for use of Fleet Replacement funding are the **essential fleet**.

• Further, the Fleet team is continuing to analyze the existing inventory to understand where we have underutilized equipment that may not be needed or opportunities for other efficiencies.

Current Equipment Lifecycle Status

Anticipated Use of FY26 funding

Department	Quantity	Equipment Type	Total Est. Cost
Fire Department	2	Pumper Truck	$2,000,000.00
Fire Department	1	Ladder Truck	$1,200,000.00
Fire Department	3	Medic Unit Remount	$900,000.00
DPS- TROD	3	Single Axle Plow Truck	$720,000.00
DPS- NOD	4	25YD Garbage Packer	$1,350,000.00
DPS- NOD	1	11YD Garbage Packer	$250,000.00
DPS- NOD	1	Lightning Loader	$250,000.00
Police	20	Police Interceptor	$1,300,000.00
Various	15	Sedans	$550,000.00
Various	6	SUV's	$325,000.00
Various	16	Pickup Truck	$1,200,000.00
DOTE	5	Compact Pickup Truck	$225,000.00
Parks	1	6YD Garbage Packer	$225,000.00
DPS TROD	2	Bobcat Skid Steer Loader	$160,000.00
DPS TROD	1	Forklift	$40,000.00
DOTE	1	Aerial Bucket Truck	$275,000.00
DPS- TROD	1	Box Truck	$100,000.00
TOTAL	83		$11,070,000.00

Current Equipment Lifecycle Status

Replacement Priorities

The following are priority **essential fleet** presently meeting 2/3 or 3/3 replacement criteria that are the next priority for replacement, after expending the FY26 funding.

Department	Quantity	Equipment Type	Total Est. Cost
Fire	2	Fire Pumpers	$2,000,000.00
Fire	2	Fire Ladders	$2,400,000.00
Fire	4	Medic Unit Remounts	$1,200,000.00
DPS TROD	5	Single Axle Plow Trucks	$1,200,000.00
DPS NOD	2	Lightning Loader Trash Trucks	$500,000.00
Police	30	Police Interceptors	$2,000,000.00
Police	2	Police Motorcycles	$80,000.00
Various	30	Pickup Trucks	$2,250,000.00
DPS- TROD	2	Case 580 Backhoe	$360,000.00
TOTAL	79		$11,990,000.00

Fleet Capital Planning

Proposed Use of Additional $1.7MM Resources Anticipated from Carryover and Capital Sunset

Bergkamp SP5E Spray Injector Pothole Patcher

Specifications

-Single operator, joystick controls

-Can patch up to 100 potholes per day without leaving the cab.

-Repairs are handled from front of machine, traffic stays in rear.

-Surround camera system available.

Fleet Capital Planning

FY27 and Beyond

• Once FY26 funds have been expended replacement of all fleet equipment that meets 2/3 and 3/3 replacement criteria is estimated to cost $50 million. This is inclusive of essential fleet and non-essential fleet. Additional equipment will hit the 2/3 criteria threshold as time passes, increasing this number.

• As part of development of the FY27 capital budget, the Administration will review with Council the intended annual capital allocation for fleet replacement in the remaining years of the 6-year Capital Improvement Plan (FY26-FY31).

• To fund replacement of all essential fleet that meet or will meet the established replacement criteria, an additional $5 million-$7 million in additional resources is anticipated to be needed annually.

Thanks for your time and attention.

Questions?

city of CINCINNATI

city of CINCINNATI
Interdepartment Correspondence Sheet

December 2, 2025

To: Members of the Climate, Environment & Infrastructure Committee

From: Sheryl M.M. Long, City Manager 202502067

Subject: **Presentation – Department of Public Services Winter Maintenance Program 2025-2026**

Attached is a presentation regarding Department of Public Services Winter Maintenance Program 2025-2026.

Cc: Cathy B. Bailey, Assistant City Manager
Mark Riley, Public Services Director

city of
CINCINNATI

Department of Public Services
Winter Operations Program
2025 - 2026

December 2, 2025

Motion 202500054

To review the City's response to Winter Storm Blair and Prepare for Future Major Weather Events

- Asked Administration to do an after-action look at what went well and what did not in preparation and response to the snowfall.
    - Particularly policies regarding prioritization of residential streets and those surrounding schools and hospitals.
    - Capital needs associated with implementing improvements.
- Evaluate the snow removal plan implemented during the week of January 6, 2025.
- Discuss positives from the response, lessons learned and identify areas for improvement, and creative and innovative solutions.
- Identify funding needs to implement the areas of improvement.
- Solutions may include reviewing current staffing levels and policies within DPS that make retaining experienced drivers difficult.
- Exploring collaborations between other departments, sharing services with Hamilton County.
- Evaluate and improve how to track progress on clearing streets of ice and snow and improve the snowplow tracker.
- Work with Office of Performance and Data Analytics and 311 Cincy.

City Manager Directed SIET Initiative

- Scope of work includes:
  - Staffing – Size, scalability, skill sets
  - Resources – DPS/Enterprise Fleet Inventory
  - Command & Control/Technology – See ourselves
  - Communications – Timely, coordinated, consistent

- DPS Winter Operations Situational Assessment Report after January 5-6, 2025, snow event
  - Communication
  - Cost
  - Fleet
  - Leadership
  - Service Level
  - Metrics
  - Oversight
  - Pothole Repair

After-Storm Situational Assessment

Since the last snowstorm, comparable to January 5-6, 2025, was nearly 17 years prior to this two-day accumulation, many changes have occurred in DPS:

- DPS has had 6 different Department Directors.
- Many programs have been added, reduced, or eliminated in DPS.
- Staffing in DPS has been reduced by 125 positions over 20 years.
- Training budgets have been cut and not restored to original levels.
- The city capital acceleration plan (CAP) was established in 2016 and provided 78 new vehicles; however, the replacement effort has not continued for DPS at the same pace after the program was halted in 2021.
- The Early Retirement Incentive Program (ERIP) occurred in 2020 with 28 experienced DPS employees retiring, resulting in a significant loss of operational knowledge.
- Process review and improvement efforts have been limited given the many changes to tasks and programs over the years.
- Technology solutions have not been regularly evaluated nor implemented to modernize daily practices and service delivery.

Situational Assessment- Major Focus Areas

- Route Prioritization
- Communications
- Staffing/Resources
- Employee PPE
- Technology
- Fleet
- Training
- Service Requests
- Metrics
- Snow Parking Emergency
- Oversight during events
- Pothole Repair

A few examples of challenges

- ***Lack of modern technology***
  - Use of binders and paper maps on routes
  - Call in to dispatchers and supervisors after completing routes
  - Limited mobile devices for supervisors
  - If areas reported not cleared, supervisors would have to go verify and send drivers back out
  - Limited time to close service requests in a timely manner (no technology in vehicles)

A few examples of challenges

- ***Fleet***
  - 96 available vehicles, 81 for “driving routes”

Year in Service	Quantity	Year in Service	Quantity
2025	4	2011	1
2024	0	2010	3
2023	5	2009	0
2022	2	2008	0
2021	2	2007	10
2020	6	2006	4
2019	12	2005	3
2018	6	2004	1
2017	19	2003	0
2016	4	2002	0
2015	7	2001	0
2014	0	2000	0
2013	2	1999	1
2012	4	Total	96

A few examples of challenges

- ***Service Requests***

Date	Slippery Streets, request created	Slippery street requests, closed by planned date	Icy, snowy streets, request created	Icy, snowy streets, request to treat closed by planned date	Pothole repair request created	Pothole repair requests closed by planned date
Saturday, January 4, 2025	2		2		8	75.00%
Sunday, January 5, 2025	99	100.00%	62	100.00%	4	50.00%
Monday, January 6, 2025	743	62.85%	8	50.00%	3	33.33%
Tuesday, January 7, 2025	2139	0.42%	41		7	57.14%
Wednesday, January 8, 2025	1130		48	4.17%	4	75.00%
Thursday, January 9, 2025	449	0.22%	267	1.87%	7	85.71%
Friday, January 10, 2025	225	0.89%	209	0.48%	9	77.78%
Saturday, January 11, 2025	150	0.67%	94	2.13%	5	100.00%
Sunday, January 12, 2025	45	22.22%	44	13.64%	29	89.66%
Monday, January 13, 2025	50	42.00%	74	40.54%	37	91.89%
Tuesday, January 14, 2025	47	74.47%	44	75.00%	32	90.63%
Wednesday, January 15, 2025	32	75.00%	48	79.17%	38	89.47%
Thursday, January 16, 2025	35	85.71%	45	82.22%	40	90.00%
Friday, January 17, 2025	8	62.50%	16	56.25%	34	94.12%
Saturday, January 18, 2025	1	100.00%	3	100.00%	40	97.50%

Lessons Learned-Recommendations

- More experienced staff (newer employees with limited experience)
- Communications –pre-defined communications plan-internal and external
- Staffing/Resources- fill vacant positions with focus on all filled before October each year
- Employee PPE- Updated Union MOUs, winter gear/clothing issued to employees before winter
- Technology-Use of technology/CAGIS & OPDA solutions
- Fleet-preventative maintenance, more vehicles
- Training-need hands-on experience
- Assistance from other departments

Priorities as we move forward

- Leadership Retirement – New DPS Director
- Staffing
- Fleet
- Command and Control/Technology
- Communications
- Training
- Innovation
- Improved Pothole Operations

New Leadership

Mark A. Riley

- New leader with over 20 years of experience in winter operations and pothole management in Northwest and Central Ohio
- Strategic, innovative, and collaborative leader who currently serves on the National Emergency Management Sub-Committee of the American Public Works Association (APWA)
- Director Riley believes that having a well-trained staff, executing an effective strategy, and maintaining transparent communication before, during, and after winter events are essential for the Department of Public Services to deliver efficient and effective winter operations

NEWS > LOCAL NEWS

Snowfall totals: Cincinnati sets record for daily snowfall amount

WCPO 9
@WCPO

The National Weather Service reports we got a record snowfall of 4.2 inches today, breaking the old record of 3.5 inches set in 1981. In total, CVG saw 10.6 inches over two days. bit.ly/3DHfHZH

BIGGEST TWO-DAY SNOWFALLS
» CINCINNATI

LOCAL 12 THE WEATHER AUTHORITY

6.) MAR 7-8, 2008	10.7"
7.) JAN 5-6, 2025	10.6"
8.) MAR 22-23, 1968	10.5"
9.) FEB 8-9, 2021	9.8"
10.) DEC 22-23, 2004	9.4"

@NWSILN

[5:11 PM]...Record Daily Maximum Snowfall Set at Cincinnati, OH...

A record snowfall of 4.2 inches was set at Cincinnati on 01/06/25. This breaks the old record of 3.5 inches set in 1981.

This brings Cincinnati's 2-day total to 10.6 inches.

5:12 PM · 1/6/25 · 17K Views

Hamilton County EMA
@HCEMA

Sheriff McGuffey has declared a Level 2 Snow Advisory for Hamilton County. Roads are HAZARDOUS and icy. Only drive if necessary and use extreme caution. All employees should contact their employer to see if they should report to work. Tune to local media for more info. #CincyWX

Level 2 Snow Advisory

Issued for Hamilton County by Sheriff Charmaine McGuffey

Roadways are HAZARDOUS. Only those

CINCINNATI BATTLES HISTORIC SNOWFALL: CREWS STEADFAST IN SNOW REMOVAL EFFORTS

By Avery Bennett — Published on January 08, 2025

Local News

Cincinnati's first snowfall of 2025 almost breaks 1977 record

Cincinnati area deals with one of most memorable snowfalls in recent history

CINCY LEADING THE PACK!
» OHIO SNOW TOTALS THIS SEASON

CINCINNATI	16.0"
CLEVELAND	15.1"
AKRON	13.6"
COLUMBUS	7.3"
TOLEDO	2.0"

Heaviest snowfall in a decade is possible as wintry mix blasts across the country

Nation Jan 5, 2025 5:28 PM EST

Immediate Opportunities

Staffing

- Create and implement a strategic, scalable, and adaptive city-wide staffing plan for extreme weather events. Plan outlines mandatory vs voluntary roles & responsibilities and differentiate city response based on extreme event circumstances.
- Activate CDL & non CDL staffing from outside DPS
- Union MOU for all staff participating in Winter Operations during a snow event
- Cross-departmental coordination

Fleet

- Utilization of already equipped vehicles from outside DPS at the onset of operations
- Fleet inventory, maintenance planning
- Parts Inventory
- Mechanic Training and scheduling

Immediate Opportunities

Command & Control / Technology

- Route and street classification reviews
- Implement the piloted OPDA solution leveraging GPS, and SRs to identify challenged areas
- Tablets + Drones
- Automated tracking systems
- In vehicle technology

Communications

- Emergency Operations Center Activation
- Coordinated communication plan and public response process for DPS, 311, CPD/Sherriff's Office, Administration & Council. Will cover pre-event, active, and post-event service delivery.
- Streamlined communications internally and to the public
- DPS PIO communication with neighborhood community council liaisons before and during snow event

Strategic Preparation

Routes

- Tablets
  - Eliminate route books
- Optimization of routes
  - Ensuring every street in the Cincinnati Corp. Limits has been added to a route
  - Verifying schools and hospitals are all on routes
  - Every Primary route will have an assigned driver

Materials

- Salt domes are fully stocked

Innovation

- “New’ Beet Heet Liquid

Review of polices and procedures

- Completed during classroom training

Staffing levels

- Ensuring adequate staffing for A & B shifts
- Additional staffing from other city departments

Collaboration

- Cincinnati Public Schools
- METRO
- Uptown Consortium
- DCI
- City Departments

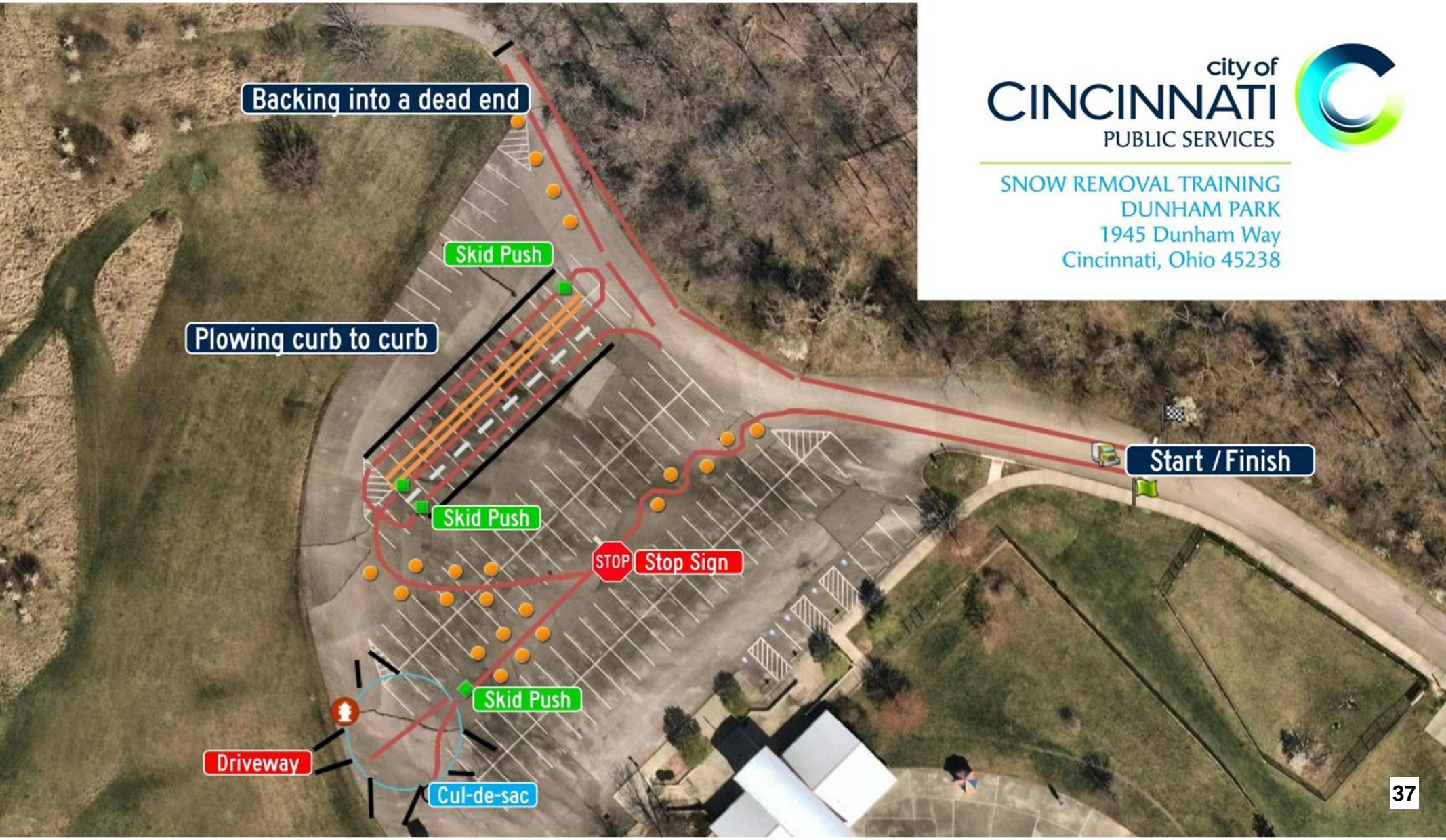
Street Priorities

Street prioritizations were developed using the Cincinnati Area Geographic Information System (CAGIS), a division of Enterprise Technology Solutions (ETS) mapping systems. Streets are treated and plowed based on three categories of route priorities: Primary, Collector, Residential and Pickup.

- **Primary routes** include major thoroughfares and hospital routes.
- **Collector routes** - collector streets are roads that gather traffic from primary streets and direct it to residential and arterial roads.
- **Residential and pickup routes** are considered neighborhood streets which can be treated by contractor dumps and pickup trucks.
    - Due to the width of the street, access is limited to smaller trucks only (pickup routes).

All routes are treated by priority beginning with primary.

Training Obstacle Course



city of
CINCINNATI
PUBLIC SERVICES

SNOW REMOVAL TRAINING
DUNHAM PARK
1945 Dunham Way
Cincinnati, Ohio 45238

Obstacle Course Driving Training

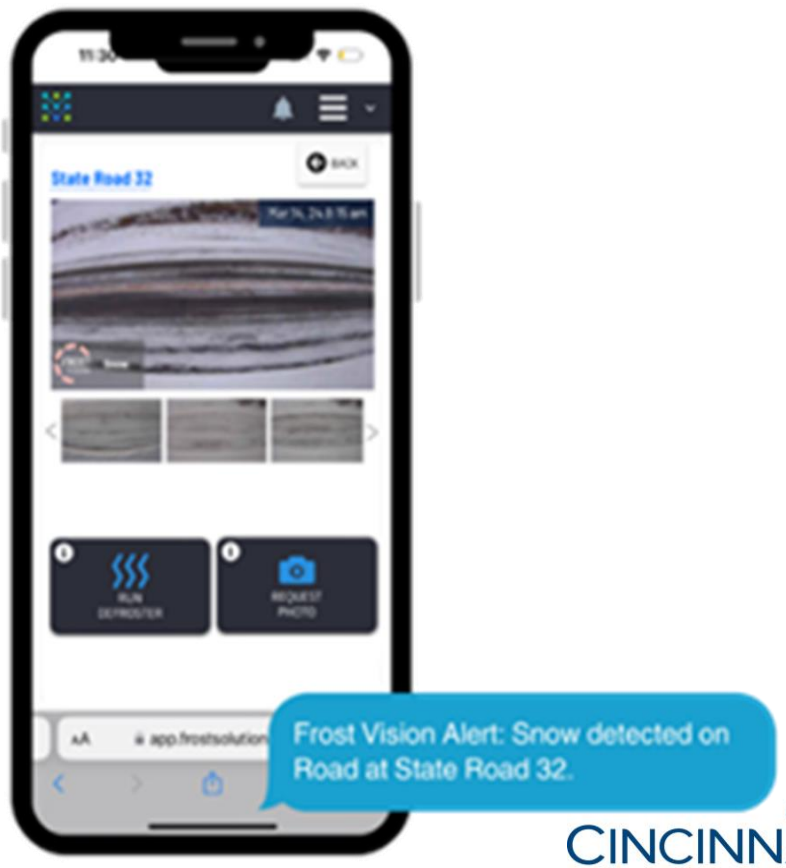
Innovation

- **Drones** – GCWW

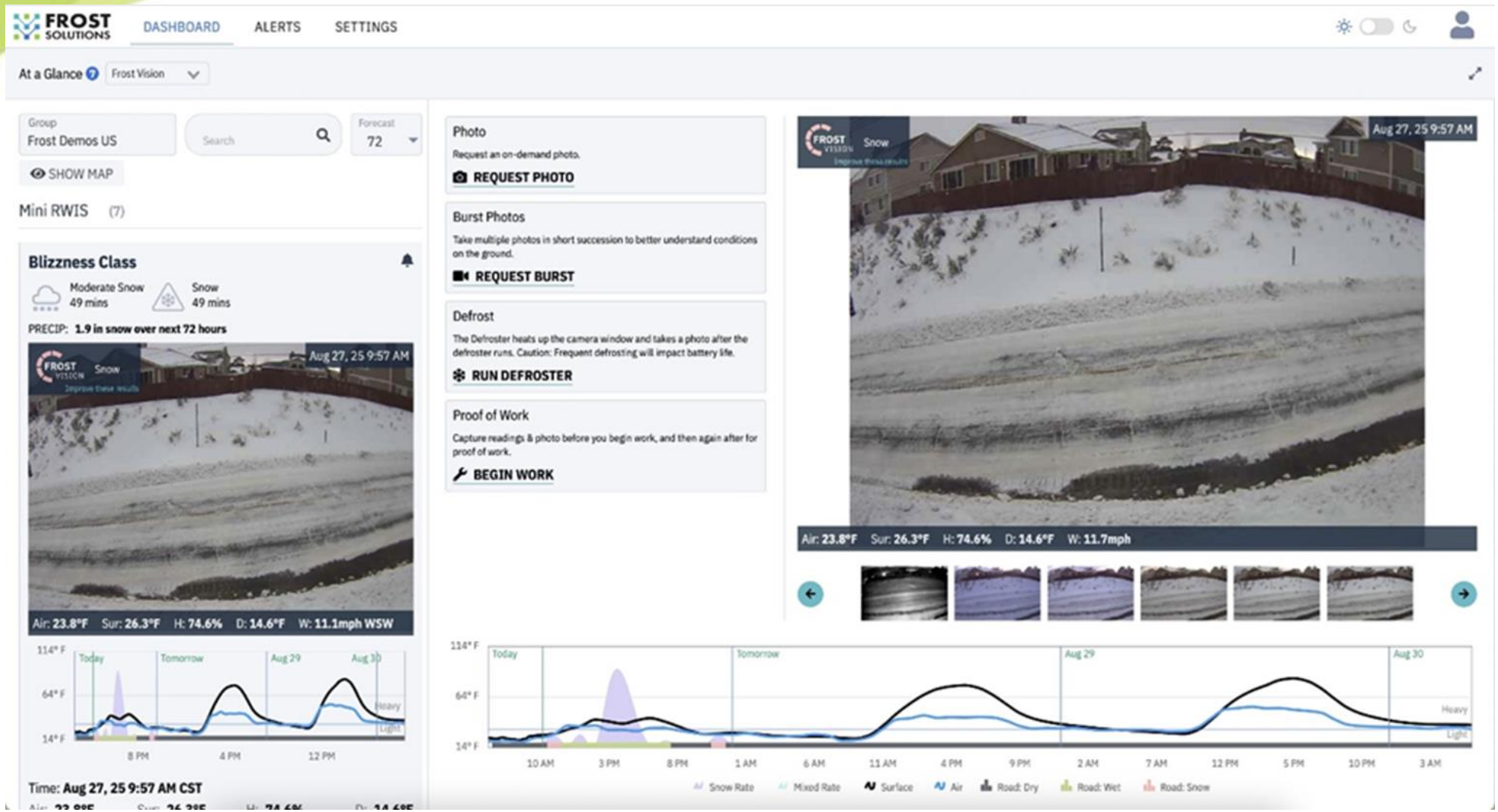
- **10 Weather Stations**
  - •Reading Rd. at Seymour Ave.
  - •Reading Rd. & MLK Blvd.
  - •Montgomery Rd. & Ridge Ave.
  - •River Rd. & Kibby Ln.
  - •Sycamore St. & E. Liberty St.
  - •Queen City Ave. & Boudinot Ave.
  - •Victory Pkwy & E. McMillan St.
  - •Linwood Ave. & Eastern Ave.
  - •Winton Rd. & N. Bend Rd.
  - •Colerain Ave. & Kirby Ave.

Weather Station Mobile App

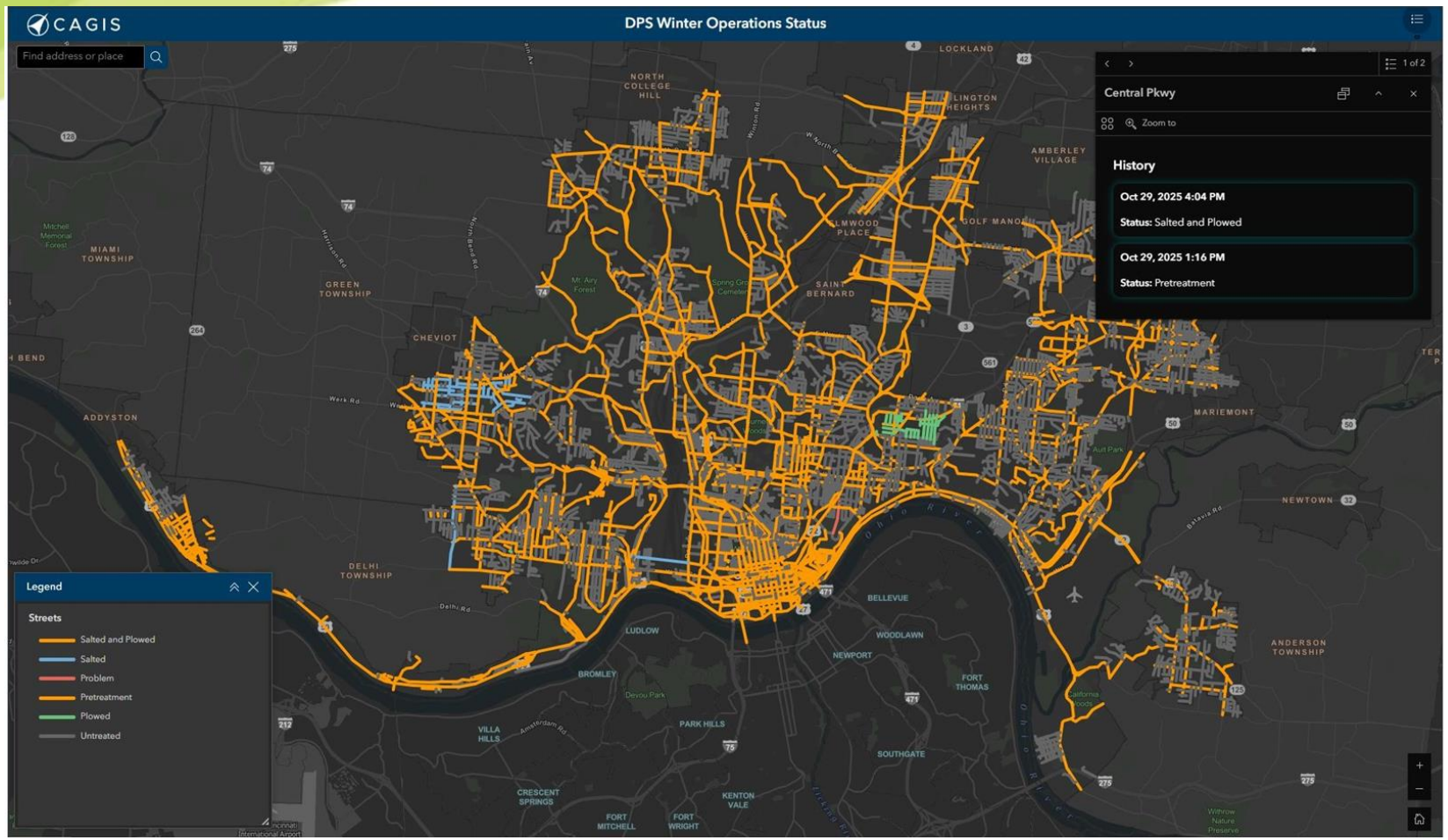
The Frost Mini-Weather Station takes readings every minute to generate the best weather forecast for your specific location's precipitation and road conditions.



Innovation


FROST SOLUTIONS
DASHBOARD
ALERTS
SETTINGS
At a Glance
Frost Vision
Group
Frost Demos US
Search
Forecast
72
SHOW MAP
Mini RWIS (7)
Blizzness Class
Moderate Snow
49 mins
Snow
49 mins
PRECIP: 1.9 in snow over next 72 hours
Aug 27, 25 9:57 AM
Air: 23.8°F Sur: 26.3°F H: 74.6% D: 14.6°F W: 11.1mph WSW
Time: Aug 27, 25 9:57 AM CST
Photo
Request an on-demand photo.
REQUEST PHOTO
Burst Photos
Take multiple photos in short succession to better understand conditions on the ground.
REQUEST BURST
Defrost
The Defroster heats up the camera window and takes a photo after the defroster runs. Caution: Frequent defrosting will impact battery life.
RUN DEFROSTER
Proof of Work
Capture readings & photo before you begin work, and then again after for proof of work.
BEGIN WORK
Aug 27, 25 9:57 AM
Air: 23.8°F Sur: 26.3°F H: 74.6% D: 14.6°F W: 11.7mph
Today
Tomorrow
Aug 29
Aug 30
Snow Rate
Mixed Rate
Surface
Air
Road: Dry
Road: Wet
Road: Snow

Snowplow Tracker



The snowplow tracker is activated during full winter response operations, when DPS crews are working 12-hour day and night shifts to cover the entire city. During smaller or more localized events, the tracker is not turned on.

The interactive map now provides detailed, street-level service updates. Residents can view:

- **When a vehicle serviced a street**
- **What type of treatment was applied**

Winter Operations Methods

Four Methods

- **Anti-icing**
  - Used to prevent the formation or bonding of snow and ice by timely applications of a chemical.
  - Begins with the use of dry, liquid or pre-wetted material such as salt, salt brine and Beet Heet. Crews proactively anti-ice bridges, hills and overpasses.
- **De-icing**
  - Used during/after precipitation to assist with the dissolving accumulation.
  - Begins with plowing, using dry or liquid materials, application of heat (friction) or a combination of these practices.
- **Snow Hauling**
  - Heavy snowfall accumulates and traditional plowing methods become ineffective.
  - Backhoes and loaders used to gather and transport snow to designated dumping sites.
- **Plowing**
  - Remove compacted snow or loose ice while applying any chemicals. When pavement and snow are cold and dry, and tires struggle to grip the road, the effectiveness of chemical treatments diminishes significantly. Clear the surface first, to ensure all efforts to enhance safety and mobility are truly impactful.

Pothole Repair

Innovation

- Proactively perform street cuts on all streets with over 200 Pothole CSR (2025)
- New Equipment
- New Cold patch material

- Aquaphalt -first pre-mixed permanent cold patch repair material on the market that's high-enduring, high-performing.
- Aquaphalt -first permanent, eco-friendly patch material for asphalt and concrete.
- Aquaphalt begins to harden immediately, and is fully cured in 24 hours.

Thanks for your time and attention.

Questions?

city of CINCINNATI